



Kelly Trenfield

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In what year did you become a registered liquidator?

I became a registered liquidator in 2007.

Briefly summarise your work history.

I am a Senior Managing Director in FTI Consulting's Corporate Finance & Restructuring Practice. Over a career spanning more than 30 years, I have gained extensive experience in all facets of corporate and personal insolvency, including formal and informal administrations, independent business and fraud reviews, turnaround and business consulting. I've led successful engagements across a wide range of industries, most recently within the mining and mining services, property and construction industries.

My experience includes taking the helm of some of the highest-profile and largest corporate collapses in Australia (including Queensland Nickel, Robins Kitchen, The

Raptis Group, Cudoco Limited, Privium Group, Collection House Limited and Kirra Pines Group).

I also have an active role in the restructuring, insolvency and turnaround profession as a National Board Member and Queensland State Committee of the Australian Restructuring Insolvency & Turnaround Association (ARITA).

I have been the national leader of the FTI Consulting's Women's Initiative (WIN) for the past 11 years. Equity and equality in our profession and community is something I am passionate about.

What industries do you have experience in?

- Mining and Mining Services
- Construction
- Hospitality, Gaming & Leisure
- Real Estate
- Retail & Consumer Products

Which external administration/receivership has been a career highlight for you, and why?

The appointment as one of the Voluntary Administrators and then Liquidators of Queensland Nickel has undoubtedly been the stand-out of my career. A large and complex external administration which garnered national media attention. It combined my two strengths, trading a business and investigations/recovery actions. I am immensely proud that the work of the appointees and the team have seen all creditors paid in 100 cents in the dollar including the payment of statutory interest in full.

What is your advice for aspiring registered liquidators?

The aspiration for registration is very different to that of becoming a partner or seeking promotion. I believe you have to "want" to take on the responsibility that comes with the role – and if you are reluctant to face that, you shouldn't take the step until you are ready.

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With registration comes the responsibility of acting on behalf of the body of creditors and other stakeholders and you should be prepared to do that without fear or conflict. In saying that, when you are ready, it is the most rewarding step in your career and brings with it a great sense of accomplishment.

Beyond being personally ready to take on formal appointments, there is the undeniable need to be technically proficient and of sufficient experience to lead formal insolvency engagements. Registration should not be seen as simply the reward for or the next step in generating revenue, but the culmination of years of experience and being prepared to play a pivotal role in the profession.

In saying that, the value of your professional network can't be underestimated. For me, my network is far more than providing access to revenue generation; building a network is also about developing a support structure around you of like-minded people and finding people you want to work with. If you are just looking to build a network to "source revenue", you

will miss out on genuine connections – most of us have come up the ranks as good practitioners, not salespeople. Building an authentic network based on being yourself, not who you think you have to be in this role, is crucial. We face enough challenges and stereotypes; having to play a role or live up to expectations would be exhausting. I have built my brand based on precisely who I am and love the fact my network is built on client relationships that have become invaluable friendships.

What are your other interests?

I love to travel and see live performances whether that is a comedy show, musical, play or concert. Otherwise, my ideal day is spent with family, friends and my two border collies.

TMA Voluntary Code for Equitable Insolvency & Restructuring Appointments (EIRA)

The EIRA is part of a suite of initiatives by the TMA using generous sponsorship from Houlihan Lokey intended to increase the engagement and retention of women in restructuring and turnaround.

Thanks to the TMA Australia member firms who have signed up to this important initiative.

